

SEATTLE POLICE DEPARTMENT



NEIGHBORHOOD POLICING STAFFING PLAN 2008 - 2012

“Staffing to Service, Staffing to Safety”

Table of Contents

Executive Summary	2
Introduction	4
Strategic Planning	6
Problem Statement	7
Geographic Imbalances	7
Temporal Imbalances	8
Solutions	12
Redrawing Patrol Beats	12
Modeling Patrol Deployment	17
Strengthening SPD Patrol	17
Goals for Patrol Deployment	18
Ensuring Accountability	21
Next Steps and Milestones	22
Recruitment and Retention	22
Adjusting Communications Protocols	22
Implementing New Geography	23
Funding the Plan	23

Project Team

Deputy Chief Clark Kimerer, Captain Les Liggins, Consultant Peter Bellmio, Captain Richard Belshay, Captain Dick Reed, Lieutenant Mark Kuehn, Lieutenant Ron Rassmussen, Officer Greg McFadden, Officer Curtis Gerry, Officer Mark Wong, Detective Carl Chilo, Bob McCoy, Peggy Garcia, Toby Baden, Mimi Walsh, Trish Ellermeier, Mike Quinn

Project Teams convened and lead by Precinct Captains:

Mike Washburn, Steve Brown, Tom Byers, Landy Black, Mike Fann

Published: March, 2007

Produced by: The Seattle Police Department

Design: Shanna Christie



Seattle Police Department
P.O. Box 34986
610 Fifth Avenue
Seattle, WA 98124-4986

*The Seattle Police Department is an
accredited law enforcement agency and meets
the high standards of the Commission on
Accreditation for Law Enforcement Agencies*



Executive Summary

The Neighborhood Policing Staffing Plan is the most significant change to how we police our city in more than 30 years. It will not only expand our patrol force, it is a faster, stronger and smarter approach to protecting our neighborhoods: faster response time regardless of the time of day, day of the week, or season of the year; stronger police presence when responding; and smarter use of patrol resources to focus on persistent problems that can affect quality of life in the city. The plan puts officers where they're needed, when they're needed.

The Neighborhood Policing Staffing Plan fixes three problems:

- While the Seattle Police Department meets the commonly accepted response time goal for larger cities, averaging seven minutes for high-priority emergency calls, the average is just that – an average. Response times are faster when the workload is low but exceed seven minutes during the busiest times of the week when 9-1-1 call volume is high.
- There is imbalance between patrol officer deployment and workload, which means that officers are not always available when and where they are needed.
- Because of the need to respond to 9-1-1 calls during peak workload periods, patrol officers do not have enough time to work on proactive and specific problem solving activities.

How does the Neighborhood Policing Staffing Plan fix these problems:

- **Adds a total of 154 new patrol officers over an eight-year period.** This has already started, with 49 new officers added since mid-2005. Between 2008 and 2012, another 105 officers will be added. The additional officers are needed to meet the targets for faster response time and ability to do more proactive problem solving.
- **Revises patrol officers' work shifts to match the workload.** Since 1997, police patrol has worked nine-hour days with rotating schedules of four days on and two days off, with shift start and end times remaining basically unchanged for more than 30 years. The new plan will make officers available at the times and on the days when they are most needed. Agreeing on the goal of deploying officers more effectively and efficiently, the City and the Seattle Police Officers Guild (SPOG) are currently discussing alternatives.
- **Redraws patrol "beats."** The last time beats were redrawn was in the 1970s. There are five precincts in Seattle, each divided into sectors, with each sector divided into beats. The new plan will group 51 beats into 17 sectors across the city. This will allow for more balanced, flexible and effective deployment of patrol officers and will enhance officers' sense of responsibility for the neighborhoods they serve.

Precinct Priorities:

Seattle Police Department is divided into five precincts. Setting priorities for precincts is a dynamic process, with changes anticipated over time. Current priorities are listed below as examples.

North Precinct

- Currently covers 32 square miles, population: 236,700; north Seattle between Lake Washington and Puget Sound, and the Ship Canal and the north city limits.
- This is the largest precinct and under the new plan, will have five sectors and 15 beats.
- Priorities for this precinct: Extended foot, bicycle and car patrol presence in the University District business core; two-officer emphasis patrols in the Aurora corridor, Ballard-Fremont and Lake City-Northgate business districts; emphasis on Friday and Saturday nights on Greek Row in the spring.

South Precinct

- Currently covers 12 square miles, population: 48,700, south Seattle between I-5, Lake Washington, and North Beacon Hill and South Ryan Street.
- Under the new plan, will have three sectors and nine beats.
- Priorities for this precinct: Special emphasis patrols along the Rainier corridor, focus on youth and gang-related activities; Georgetown weekend emphasis to address early morning property crimes.

East Precinct

- Currently covers eight square miles, population: 98,000; central Seattle between Lake Union and Lake Washington, and the Ship Canal and I-90.
- Under the new plan, will have three sectors and nine beats.
- Priorities for this precinct: Proactive patrol in the areas of 20th and Madison, Yesler/Jackson, Colman neighborhood and Pike/Pine/Broadway nightclub area; undercover operations to address drive-by shooting incidents in the Central Area; patrols to address public inebriation and narcotics activity in parks.

West Precinct

- Covers 12 square miles, population: 75,800, central Seattle between Puget Sound and I-5, and the Ship Canal and South Spokane Street.
- Under the new plan, will have four sectors and 12 beats.
- Priorities for this precinct – Emphasis patrols in the central business district to address early morning drinking; counter-drug enforcement in Pike/Pine Corridor; proactive work to abate safety threats around nightclubs in Belltown and Pioneer Square.

Southwest Precinct

- Covers 19 square miles, population: 104,100 southwest Seattle between I-5 and Puget Sound, and South Spokane Street and the south city limits.
- Under the plan, will have two sectors and six beats.
- Priorities for this precinct –Narcotics interdiction efforts along Delridge outside of the “Weed and Seed” area; South Park weekend emphasis to address early morning property crimes.

Introduction

This report outlines the principal elements of the Seattle Police Department long-range plan for staffing patrol services. It responds to work program elements in the Seattle Police Department Strategic Plan: SPD 2010, as well as the Seattle City Council Resolution 30930 that called for a multi-year plan for police staffing and requested recommendations from the Mayor on police staffing.

There is broad consensus that SPD patrol is understaffed. While a true statement, the problems and challenges confronting the Department are multi-layered. The basic problem addressed in this plan is that the SPD deployment of patrol officers is not well matched with its workload, which consists of response to 9-1-1 calls and proactive work to get at the root cause of crime and disorder problems.

This mismatch is the result of three things: 1) an outdated patrol geography; 2) a shift assignment system that has not been thoroughly modified in more than three decades; and 3) an insufficient number of officers to ensure equitable, consistent and sustainable results from patrol deployment, in general, and from proactive work, in particular.

The core principles that form the foundation for the analysis and recommendations summarized in the plan are:

- Decisions regarding patrol deployment should strengthen officers' sense of ownership of the neighborhoods they serve;
- Deployment of patrol officers should be matched to workload, both geographically and by time of day and day of week;
- Services provided to customers – response to 9-1-1 calls and proactive work – should be equitable, consistent, and dependable, in all parts of the city, at all times of day, and on all days of the week;
- Proactive work performed while officers are not responding to 9-1-1 calls will be used in a way that is targeted, measured and enhances the Department's ability to achieve specific public safety outcomes identified by its command staff and the public it serves;
- Patrol deployment should provide for a baseline number of patrol cars, both for officer safety and for proactive work; and
- Any patrol deployment model must be highly competitive in providing incentives for attracting and retaining top-quality police recruits.

Guided by these principles, the Department has analyzed four years of deployment data covering all aspects of patrol work: geographic beat and sector boundaries, patrol shifts and duty hours, 9-1-1 response, uses of proactive and administrative time, methods of supervision and accountability, as well as the policies governing patrol dispatch and priorities of different types of 9-1-1 calls for service. In performing this work, the Department has consulted its own experience as well as that of a highly regarded international consultant who has introduced the SPD to a new analytic tool called Managing Patrol Performance (MPP). MPP is a software program based upon a mathematical queuing theory that uses data from the Department's computer-aided dispatch (CAD) system to more precisely match workload to assigned officers.

It is important to note that MPP provides a starting point to identify patrol deployment needs. This plan uses MPP as a baseline for policing in Seattle, modified by the unique criteria that govern patrol deployment in SPD. The most significant of these criteria involve options for patrol shifts and duty cycles that, as described further below, are the subject of on-going negotiations with the SPOG. Other factors include the need to go beyond MPP to precisely identify hourly staffing requirements and to provide for variability in proactive deployments to meet patterned public safety challenges, such as threats of public disturbances on Friday and Saturday nights when nightclubs close.

As a result of this analysis, SPD will redefine the structure of beat and sector boundaries, modify patrol shifts, and improve dispatch priorities for calls for service. In order to achieve maximum efficiency and results from this new structure, SPD is recommending an increase to its authorized patrol strength by 105 officers over the next five years, 2008 through 2012. Because the Mayor and City Council began addressing the issues raised in this report by adding positions to the patrol force in 2005, it is important to understand that there will be an increase of 154 to the patrol strength over the eight-year period from 2005 to 2012, a 25% increase in patrol strength.

This is the first time the Department has produced a comprehensive patrol staffing plan covering a multi-year period. The last time the City approved a hiring of similar magnitude was 1990. As explained below, when one considers the number of systems affected and the resources involved, there has not been a change of this magnitude in the Seattle Police Department in over 30 years.

Strategic Planning for Service and Safety

The decision to add officers to the Seattle Police Department and, specifically, to patrol in each of the five precincts comes after many months of study and discussion about implementing the work program outlined in the Seattle Police Department Strategic Plan: SPD 2010. This plan, which was published early in 2004, called for an action program that would strengthen the ties between police officers and the neighborhoods they serve, enabling fast, equitable, and safe response to emergency calls for service.

SPD Strategic Plan Goals

- **Strengthen Geographic Integrity**
- **Reduce Sworn Specialization**
- **Enhance Crime Fighting Results**
- **Strengthen Emergency Response Capabilities**
- **Invest in Key Support Functions**
- **Strengthen Accountability for Results**
- **Foster a Culture of Service Excellence**

In addition, patrol officers would have more time to work proactively with those who live and work in Seattle, to address crime and related public disorder problems that impact quality of life.

In the summer of 2004, SPD began work on a Neighborhood Policing Project to move us toward the goals set forth in the strategic plan. One of the major work components in this project has involved an in-depth examination of the SPD patrol force that

is on line 24 hours a day, 365 days a year to respond to citizen calls for service and address related public safety concerns. In exploring the data, a series of problems that had long been commented on by patrol officers and their supervisors became readily apparent:

- Certain places in the city and certain times of day and days of the week are far busier than others in terms of calls for service.
- The number and distribution of officers is not well matched to the workload.

The project team has documented both geographic and temporal imbalances. The geographic imbalances are a function of a system of police beats – the smallest unit of patrol geography – that has not been altered significantly in more than 30 years. The temporal imbalances are largely rooted in the rigidity of a deployment model that has just three work shifts.



Problem Statement

The Neighborhood Policing Project, in its assessment of patrol deployment problems has identified four distinct problems, all of which involve some type of imbalance between the Department's calls for service workload and the number of patrol units available to respond to those calls.

The four types of imbalance are:

- Geographic, across beats, sectors, and precincts;
- Temporal, by hour of the day;
- Temporal, by day of week; and
- Temporal, by season of the year.

Geographic Imbalances: Seeds Planted in the 1970s

The number of patrol beats has remained basically unchanged since the early 1970's, when the Department put a "Basic Car Plan" into place with 61 patrol beats. Since that time, the number of beats has varied from 61 to 64, the current number that went into place in 1990. Across the years, while there have been minor adjustments to the system of beats, distribution of workload has changed significantly with the end result being that some beats are much busier than others and some officers end up having to handle many more calls than others. There also has been a considerable amount of cross-beat dispatching as a result of these spatial imbalances. This is a cause for concern as it runs counter to a key principle guiding this work – a squad comprised of a sergeant and officers consistently working the issues of the same beats. This structure fosters a sense of ownership of the geographic area for the officers and allows people who live and work in the area to know the members of the squads who work in their neighborhoods.

An example of these geographic imbalances is found in North Precinct, the city's largest. Data show that, on average, North Precinct has a heavier call load, particularly during the busiest times between 11 a.m. and 8 p.m., and precinct officers have less time to spend on proactive work to get at the root of crime and disorder problems. In 2005, for example, officers in North Precinct, on average, handled a third more calls than officers assigned to South Precinct, even allowing for the fact that North Precinct fielded twice

the number of officers. There also are significant differences in call load across police beats within the precincts. Each precinct had one or more beats handling in excess of 4,000 calls for service while there were others dealing with fewer than 2,000 calls. Overall, North Precinct handled 31 percent of the call load on the average day; South and Southwest Precincts, in contrast, each handled 12 percent of the calls for service workload.

2005 Calls for Service and Officers Fielded by Precinct

PRECINCT	CALLS (per DAY)	PERCENT	9-1-1 Ofcs (per DAY)	PERCENT
NORTH	199	31%	63	27%
WEST	156	24%	53	23%
EAST	129	20%	49	22%
SOUTHWEST	79	12%	30	13%
SOUTH	79	12%	33	15%
CITYWIDE TOTAL	642		228	

Equally telling is the imbalance that exists citywide in patrol service time on calls for service – arguably the best gauge of calls for service workload because it captures the actual time, in aggregate, spent responding to calls from moment of dispatch until the officer clears the

call at the end of the response. In North Precinct in 2005, the busiest patrol beat spent more than three times the number of hours servicing calls compared with the least busy beat in the precinct. In the South Precinct, the variance between the most and least busy beats was more than nine times in terms of service hours spent.

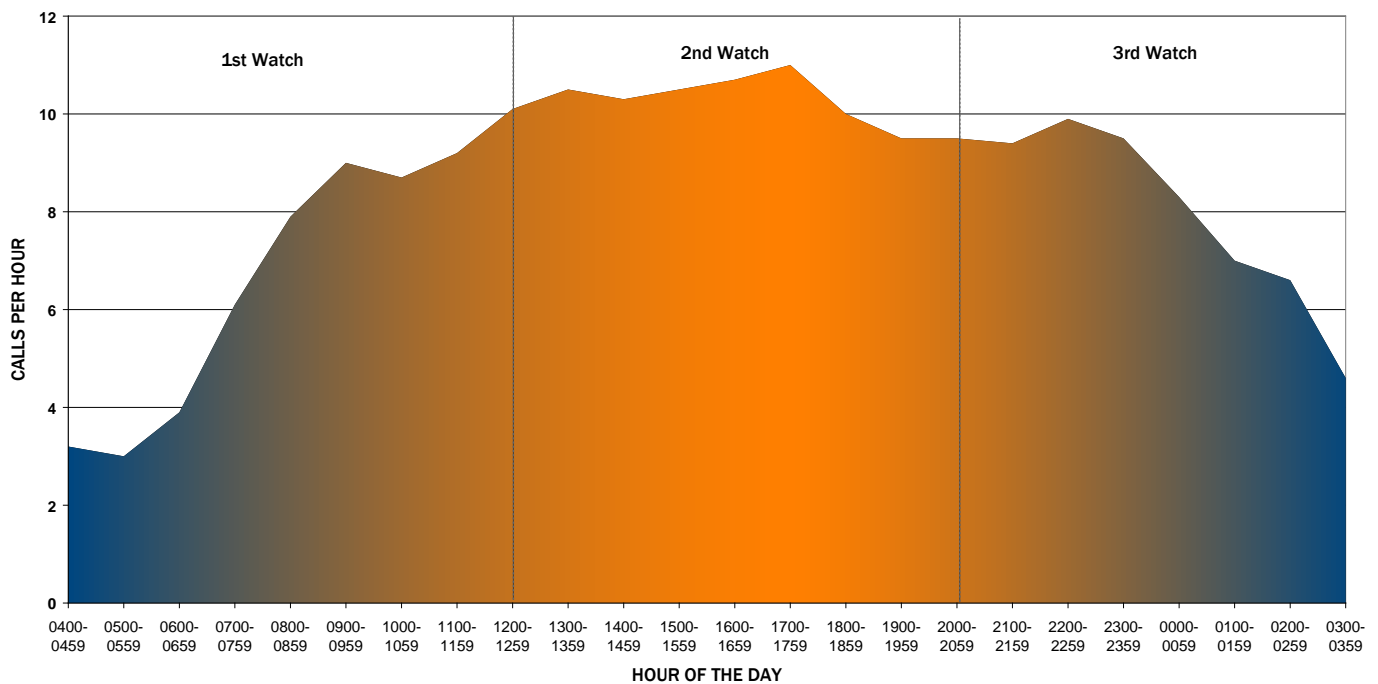
Temporal Imbalances: The Problem of Shift Design

Having sufficient officers available when needed to respond to calls for service is a key component of this plan and, specifically, of the design of patrol shifts and duty cycles. Principally as a result of the nature of the Department's current system, which is described later, SPD has been experiencing significant temporal imbalances in its deployment of patrol officers.

Patrol calls for service workload currently is unbalanced temporally three ways:

- **By hour of day:** first and third watches have significant imbalances in workload, with the last half of the 3 a.m. to noon first watch and the first half of the 7 p.m. to 4 a.m. third watch being a lot busier. The chart on the next page depicting the number of calls by hour in North Precinct shows the unevenness of the workload.

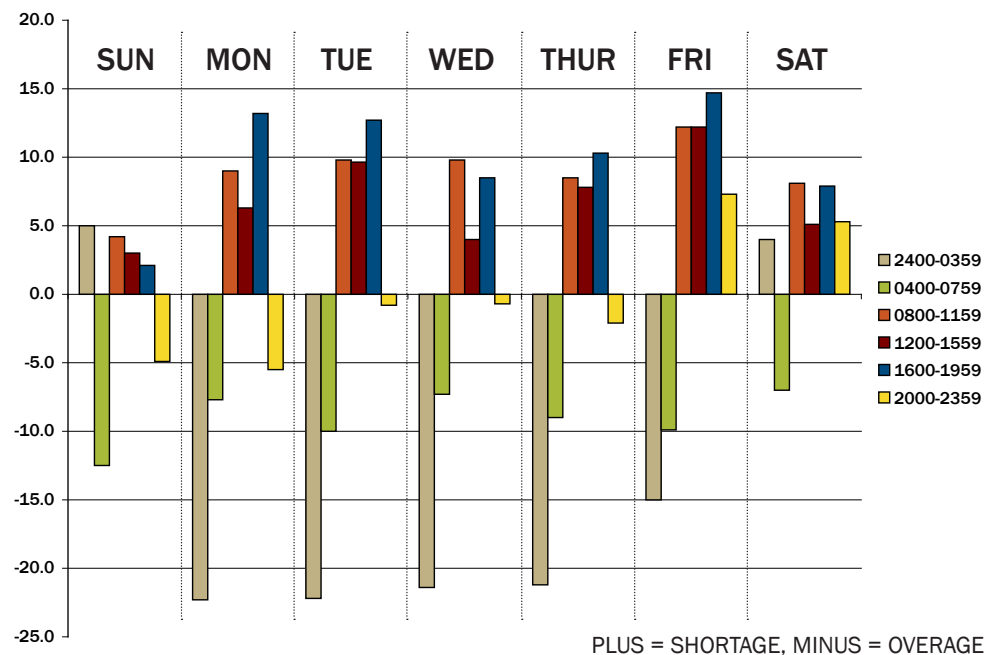
North Precinct Calls for Service on an Average Day in 2005



- By day of week:**

Friday and Saturday nights typically are much busier than other weeknights; Sundays, after the early morning hours, are slower than other days. This pattern is shown graphically in the accompanying chart that depicts the citywide mismatch between available units (working patrol cars) and call

Units Fielded vs. Needed - 2005



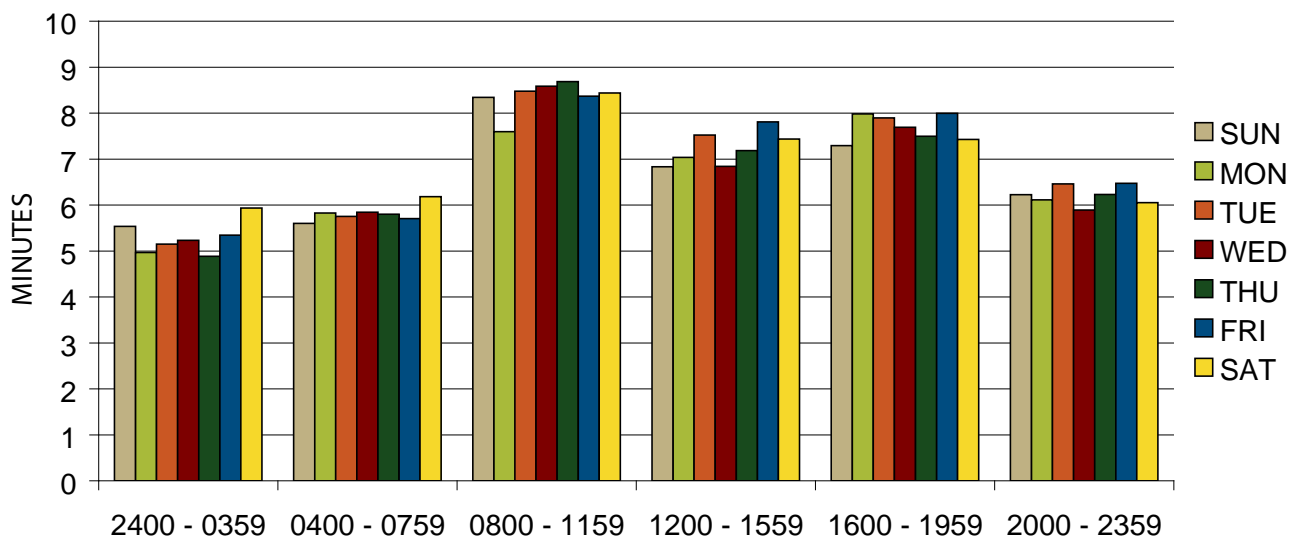
demand by four-hour blocks, by day of the week, in 2005. The graph shows staff overages (below the 0.0 line) and shortages (above the line) in meeting response-time and proactive-time targets in 2005, assuming seven-minute response and 30 percent proactive time.

- **By season of the year:** the warmer months, beginning in early May, and picking up toward the end of June through Labor Day, are classically the busiest times of the year from a patrol workload perspective.

This imbalance is comparatively well-known to the public, as can be readily observed during the Fourth of July or Seafair events. The Department has traditionally addressed this problem by adjusting its business procedures during these months, including limiting officers' taking of discretionary vacation and delayed furloughs, moving all training outside the busy season, and conducting emphasis patrols funded with overtime directed at seasonal problems.

These imbalances in workload matter in two ways. They matter to those served by the Department, who receive variable levels of service from patrol, with some receiving a significantly faster response than others depending upon location and time of day and day of week. It is important to point out that, citywide, the true emergencies, such as a home invasion robbery, "officer/person down," a felony crime in progress, or a serious injury accident, typically receive an emergency response that is less than five minutes. Still, unevenness exists. For example, 2005 data showed that an emergency call response in North Precinct in late morning hours from 8 a.m. to noon took, on average, 9.5 minutes. In comparison, an emergency call in East Precinct after 8 p.m. only took an average of five minutes for the first police response unit to arrive. By day of week, again during late morning hours, the average response time for emergency calls exceeded eight minutes in 2005 on all but one day of the week; after midnight, the response time for emergency calls was less than 6 minutes on average.

Average Priority 1 Response Times - 2005



These imbalances also matter to patrol officers because they mean that some officers are assigned to more calls than others, jumping from call to call with little respite, and there are fewer backup units available nearby if assistance is needed.

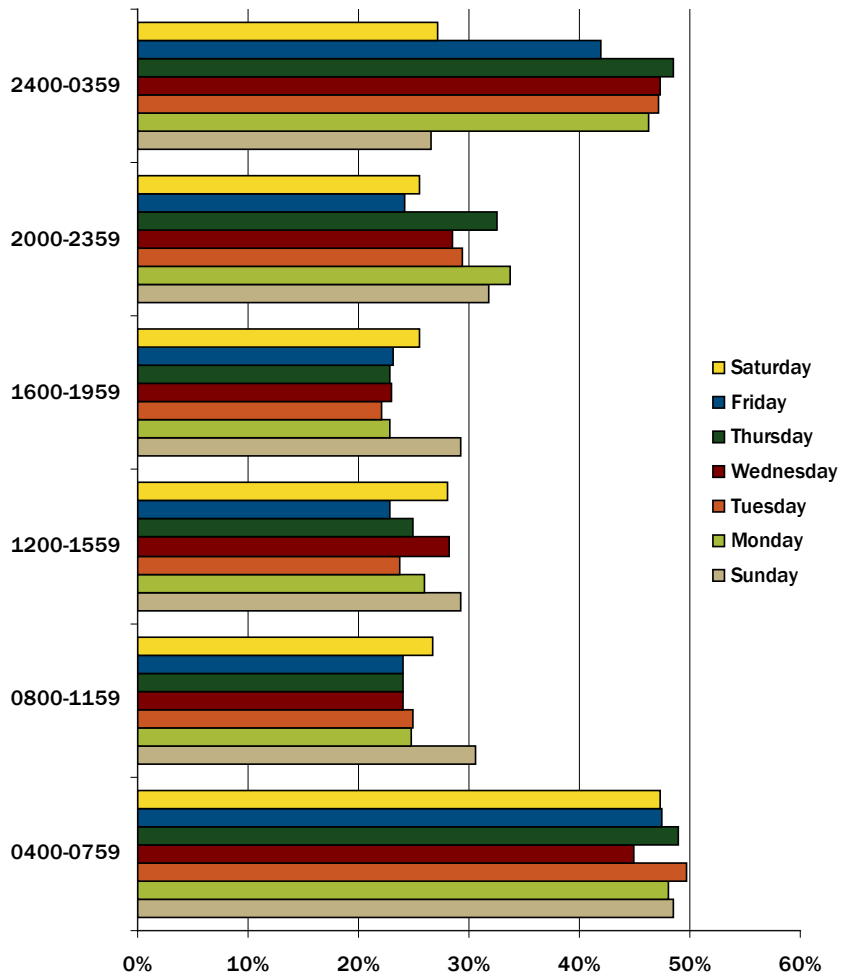
A related patrol problem is that officers' ability to stand back from 9-1-1 calls and examine smarter, proactive ways to address recurring crime and disorder problems is diminished when things are overly busy. As with emergency response times, there is a great deal of unevenness in the distribution of opportunity for proactive work by hour of the day and day of the week. The irony is that opportunity for proactive work clusters at times of day – between midnight and 8 a.m. – when there is least need for it.

During the busier work shifts, patrol supervisors often simply do not have enough officers to deploy units with a proactive mission to address the underlying problem and intervene to prevent crimes and/or improve public safety. Proactive time is a strategic investment of resources that can pay dividends for people in the form of safer communities, and for officers, in terms of reducing repetitive calls for service to the same locations to deal with chronic, recurring issues. It is the difference between dispatching a patrol car to a school zone accident (a reactive response) and regularly assigning officers to school zone coverage to prevent that accident from occurring; or the difference between responding to call after call regarding parking, fighting, noise and drug complaints associated with a particular night spot and working with the night spot and its neighbors

to establish a framework for mutual co-existence, then backing that up with standby law enforcement.

Proactive time is powerful in its potential to reduce or prevent public safety consequences, and it is cost-effective in its use of police resources. This in large measure is why the Department is seeking additional patrol officers, as described in the next section.

Proactive Time Citywide - 2005



Solutions

Analysts working on these problems have devised multiple strategies to mitigate these imbalances, providing for equity in emergency response and more time for proactive work. These strategies are:

- Redrawing patrol geography, to even out the calls for service workload across the city;
- Revising patrol deployment, the system of work shifts and duty cycles, to make officers available at times and on days when they are most needed;
- Making more time available for supervisor-directed proactive work on chronic crime and safety-related problems;
- Adding 105 patrol officer positions to the SPD sworn force, to ensure that officers have sufficient time to engage in meaningful proactive work to fight and prevent crime, and
- Revising Communications Center protocols to reduce unnecessary dispatch and minimize those practices that take officers out of their assigned geographic areas for other than emergency calls.

In terms of the number of systems affected and the number of resources involved, there has not been a change of this magnitude in the Seattle Police Department in the last 35 years.

Redrawing Patrol Beats to Mitigate Geographic Imbalance

The patrol “beat” is the smallest unit of patrol geography around which daily deployment of officers is planned. Beats comprise the building blocks for patrol operations. Beats, in turn, are grouped into sectors, and sectors into the precincts – those organizational entities that are more familiar to the public.

The number of patrol beats has remained basically unchanged since the early 1970’s, varying from 61 to 64, the current number that went into place in 1990. Across the years, the distribution of workload has changed greatly with the end result being that some beats are much busier than others and some officers end up having to handle many more calls than others.

The proposed “beat redraw” will even up the service hours on calls, with a plus or minus 5 percent variance across beats within precincts, compared with the current wide variance described earlier. In the new scheme depicted in the accompanying maps, 51 beats will be grouped into 17 sectors (three per sector) across the city. North Precinct, the largest precinct, will have the most sectors and beats, with

five and 15, respectively. West Precinct will have four sectors, as it does today, with 12 beats. East and South Precincts each will have three sectors and nine beats, and Southwest Precinct will have two sectors and six beats.

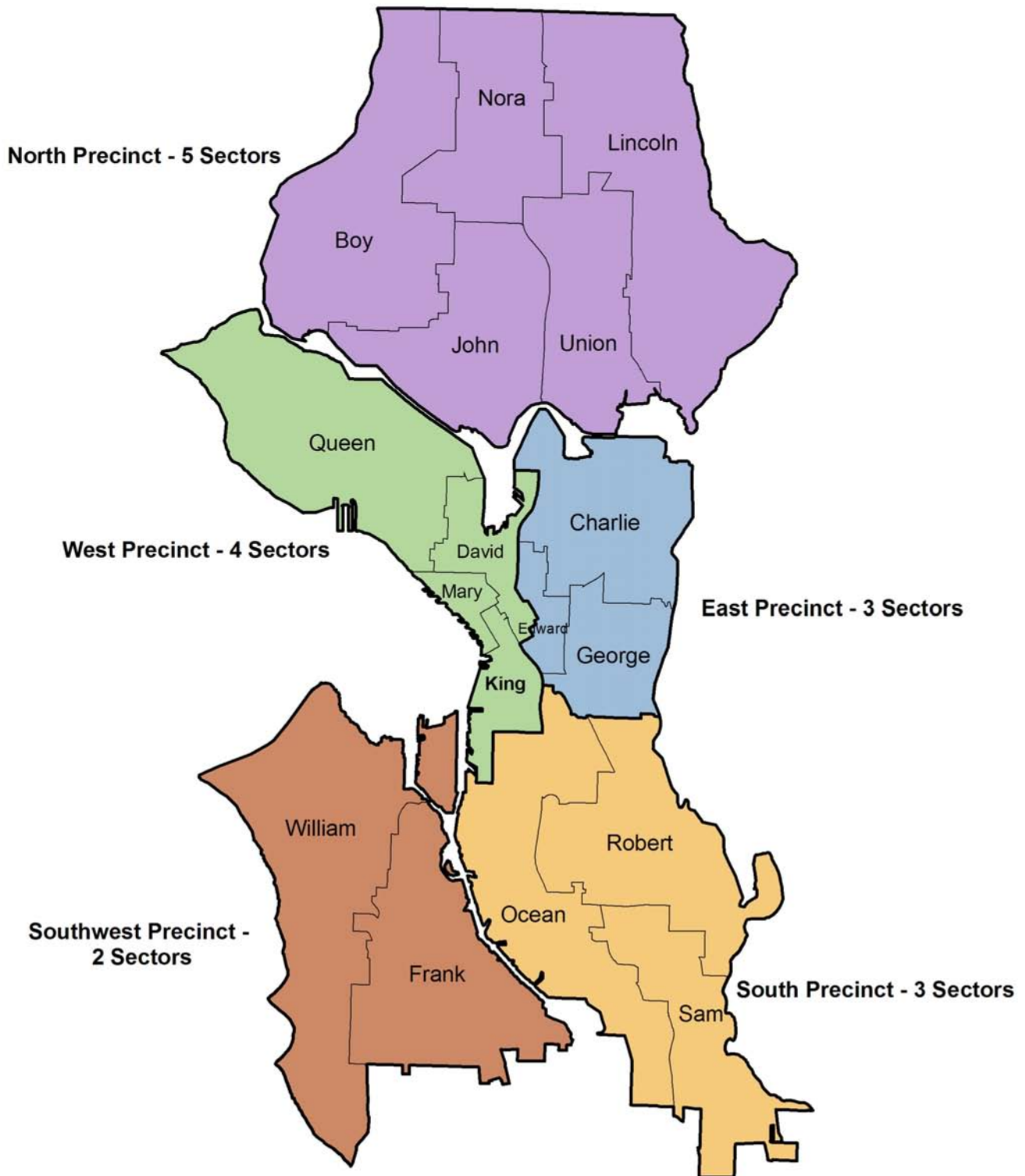
This change will leave the current number and size of sectors little changed, increasing from 16 to 17. The geographic area of the beats, however, will increase as their number declines from 64 to 51. This change will allow for greater flexibility and ease of supervision by the precincts, while providing a far more equitable distribution of workload across the beats and among the officers working patrol.

As depicted in the accompanying maps, the boundaries of precincts will be little changed from the current alignment. North Precinct will remain unchanged. West and South Precincts will expand slightly, while East and Southwest Precincts decrease in size. On its eastern boundary, West Precinct will cross Interstate-5 between James and Pine and proceed a short way up Capitol Hill to Minor Avenue. West Precinct will also take in a bit more of the South Lake Union neighborhood, extending up the shoreline between the Lake and Interstate-5 to Lynn Street. The new South Precinct will expand to include the Georgetown area and everything up to the Duwamish River, which now will form a boundary between precincts. Southwest Precinct will retain responsibility for Harbor Island. South Precinct will also cross Spokane Street to include part of the SODO neighborhood, as far north as Holgate Street, between 1st Avenue South and the freeway.

These changes will greatly mitigate the problem of geographic imbalance while strengthening geographic integrity and officers' ownership of the neighborhoods to which they are assigned.

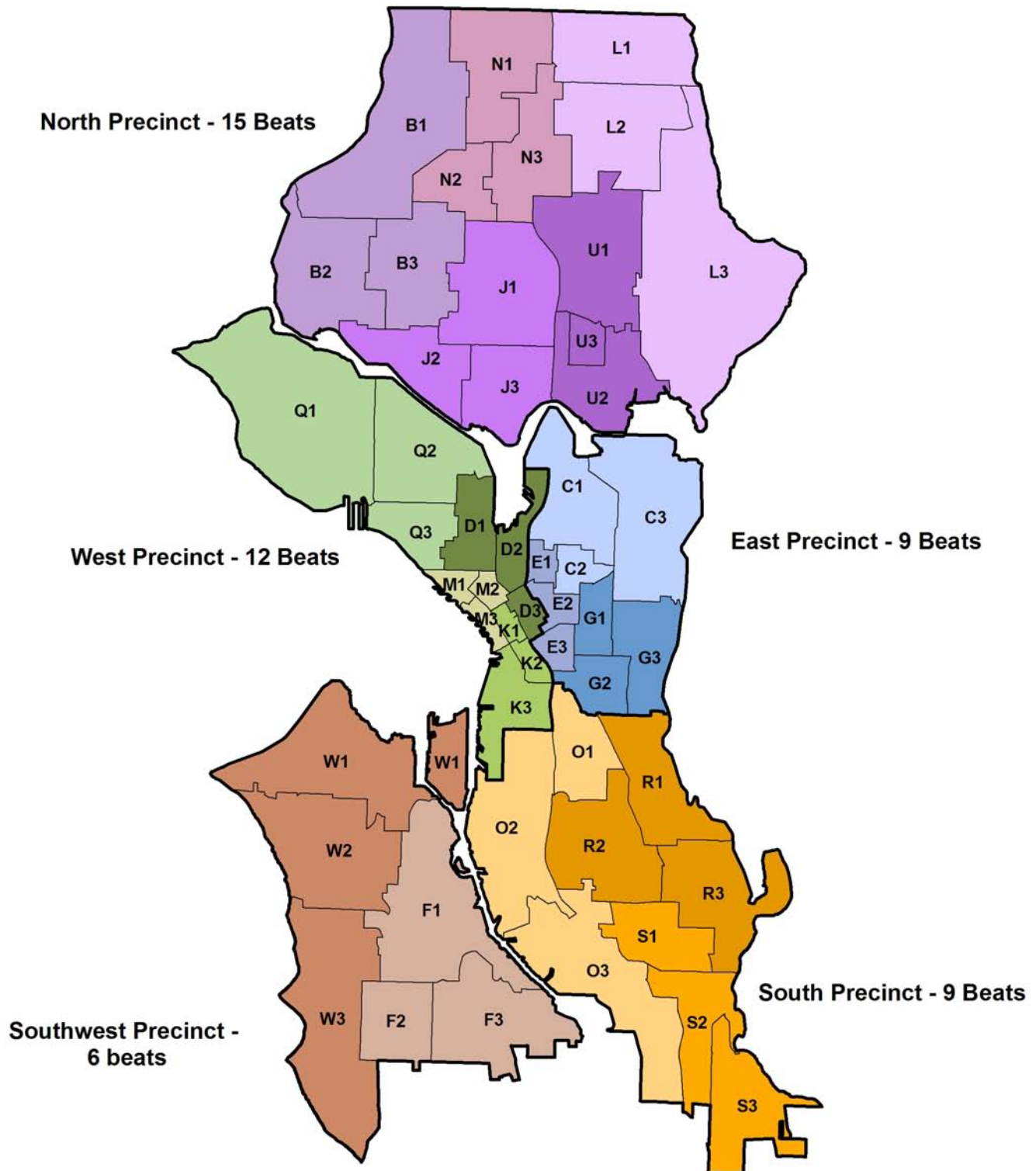


New Seattle Police Sectors by Precinct 17 Sectors Citywide

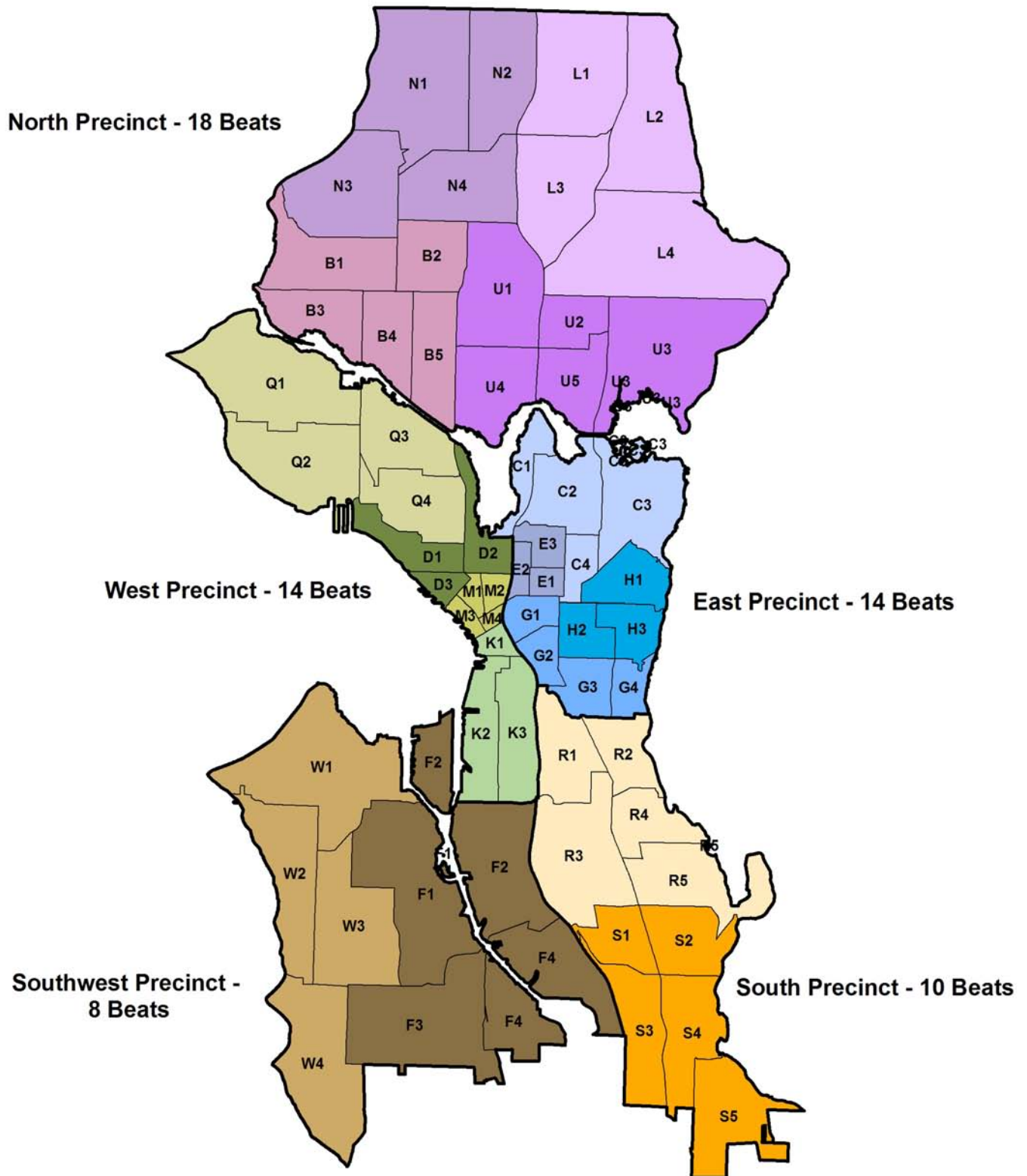


New Seattle Police Beats

51 Beats - Balanced by Workload



Old Seattle Police Beats 64 Beats - No Workload Balance



Modeling Patrol Deployment

The ongoing work on the SPD patrol deployment model is the most complex aspect of the Neighborhood Policing Project. A work group, directed by of the Department's Deputy Chief of Administration and assisted by an internationally recognized consultant, has examined a variety of alternatives to the current deployment model.

Since 1997, SPD patrol has been working a nine-hour day, with a rotating schedule of four days on and two days off with shift start and end times of three shifts that have remained essentially unchanged for more than three decades. Foregoing a very complex discussion here, suffice it to say that the aforementioned imbalances have persisted under this system.

The goal of this work is to deploy patrol officers in the most efficient and effective way while creating additional opportunities for proactive work when and where it is needed. Alternatives under consideration range from a variety of improvements to the current system, as well as a number of 10-hour day plans – the type of patrol deployment model most widely used in Washington state as well as in almost all major West Coast cities.

The City's collective bargaining team is currently discussing these alternatives with the SPOG. The officers' duty cycle is a mandatory subject of bargaining because it affects officers' hours and the pattern of days on and days off. Detailed discussion of this work must wait until agreement is reached between the Guild and the City.

The Department also is aware of the fact that it is not enough to be efficient. It is very important that any new deployment plan be competitive in the marketplace for new recruits, consistent with the core principles guiding this work. SPD can ill afford to have top candidates find the shift and related quality of life conditions in other law enforcement agencies to be superior to those we offer.

Strengthening SPD Patrol

Since the spring of 2005, when the Mayor took the initiative to request 25 additional officers, a total of 49 patrol personnel have been funded in the Department. On top of this, the present proposal for 105 new patrol officer positions, would mean, therefore, 154 added to patrol between 2005 and 2012, a 25 percent increase in authorized patrol strength.

Goals for Patrol Deployment

SPD is basing its staffing recommendation on results that are achievable and matter to people who live and work in Seattle and to the officers serving them. The recommendation is not based on population, crime or any other criterion presumed to drive the need for officers; nor is it based on historical SPD staffing levels or staffing numbers in other cities. These exercises do not produce “apples-to-apples” comparisons across time and jurisdictions and never provide measurable, meaningful outcomes with which to track success in meeting public safety goals. There is no simple formula accepted nationally for determining the “right” number of officers.

Based on patrol service levels attained in 2005 and using the MPP model, SPD has worked with a patrol management consultant to model service results defined by three variables:

- Average emergency response time in minutes,
- The percentage of patrol time available for supervisor-directed proactive work, and
- The number of patrol cars free to provide back up for officer safety and added capacity for proactive work.

MPP uses these variables to establish a baseline for calculating patrol staffing requirements. The project team has used MPP as a starting point, and its recommendations are based on a precise hour-by-hour analysis of MPP staffing numbers with the intent of developing an effective and efficient shift and duty cycle pattern in light of the realities of on-going negotiations with the SPOG.



In specifying quantitative targets and an associated number of patrol officers, the Department has considered its recent performance, the practicalities of recruitment, budget and the complexities of aligning officer work schedules and shifts with workload. These targets are as follows:

- **Seven-minute emergency response time.** Citywide, on average, SPD currently meets this goal; however, performance is uneven both geographically and temporally as described earlier. Our goal is to meet the seven-minute average response everywhere, anytime. This is a fundamental point of equity for those people served by the Department. Within every patrol sector, at any time of day or night, people will be able to expect an emergency response, on average, within seven minutes or less. Although not an official standard, Department commanders have observed that this is a police best practice in large cities around the nation.
- **Enhanced patrol proactive time.** Proactive time is supervisor-directed patrol time aimed at resolving underlying conditions that lead to violations of law and/or public order. Proactive time is the means by which the Department can achieve specific public safety outcomes beyond those related solely to 9-1-1 response.

Proactive work typically requires dedicated blocks of time for interacting and coordinating with residents, businesses, other public and not-for-profit agencies at times of day when they are accessible. In 2005, approximately 25 to 30 percent of patrol officer time was potentially available for proactive work between the hours of 8 a.m. and midnight. The goal is to improve on the use of this time, by bringing a larger proportion of this time into manageable blocks for proactive projects such as those listed immediately below, and to shift a greater proportion of total patrol officer time into this work. Many of these projects will significantly enhance people's sense of safety and quality of life.

It is important to note here as well that the specialized proactive squads available to precinct commanders today – currently authorized positions include 35 bike officers, 35 Anti-Crime Team (ACT) officers, and 27 Community Police Team (CPT) officers – will remain in place and functioning as critical resources for assisting with achievement of proactive goals.

- **10 cars free citywide (two per precinct).** Having this number of cars uncommitted to calls at any time will give patrol commanders capacity for added proactive work and, especially, a flexible back-up capability for officer safety.

Proactive Project Examples by Precinct

North

- Extended patrol presence on foot, bicycle and in cars in the University District business core to address drug dealing, disorder and a range of criminal behavior;
- Targeted two-officer emphasis patrols at hot spots in the Aurora corridor, including ACT and Neighborhood Corrections Initiative (NCI) coverage;
- Targeted two-officer patrols in the Ballard-Fremont and Lake City-Northgate business districts;
- Spring emphasis on Friday and Saturday nights on Greek Row to reduce assaults, disturbances and noise complaints.

South

- Special emphasis patrols along Rainier corridor, focus on youth and gang-related activities;
- Georgetown weekend emphasis to address early morning property crimes.

East

- Proactive patrol to maintain order and prevent assaults in 20th and Madison, Yesler/Jackson and Colman Neighborhood, and Pike/Pine/Broadway nightclub area;
- Undercover/stakeout operations to address drive-by shooting incidents in the Central Area;
- Park Patrols to address public inebriation and reduce narcotics activities in area parks.

West

- Proactive patrol in the central business district to address early morning drinking in the area that evolves into fighting and disturbances by noon;
- Proactive patrol and use of partner agency resources to address the open-air drug dealing in the Pike-Pine Corridor;
- Proactive work with City's Joint Assessment Team, businesses and residents to abate threats to safety surrounding the operation of clubs in Belltown and Pioneer Square.

Southwest

- South Park weekend emphasis to address early morning property crimes;
- Narcotic interdiction efforts along the Delridge corridor outside of the Weed and Seed area.

Ensuring Accountability

SPD has implemented systems to measure its progress toward accomplishing the three goals above. The Department will use CAD system data to ensure that it is meeting new deployment goals. Targeted and measured proactive work will be guided by the Department's crime monitoring systems like NarcStat and Crime Capsule to ensure that SPD is reaching the specific public safety outcomes identified by its command staff, policy makers, and the community. Accountability will reside at two different levels:

- At the Department level, with the Chief and his Command Staff; and
- At the Precinct level, with the Precinct Captain and supervisors.

One key feature of this system of accountability is regular meetings with members of the community, enabling effective outreach and ensuring clear lines of communication and feedback from those we serve. Another key feature of the Neighborhood Policing Project accountability system is the emphasis that it places on providing patrol commanders and supervisors with the information they need to achieve results. A series of monthly and quarterly reports will be provided to allow precincts to monitor how they are progressing toward established goals, identify problem areas, and make corrections as necessary. For example, supervisors will have available to them data on officers' service times on different types of calls as well as the numbers and types of calls that they have handled over the time period in question. Also, data will be available on supervisor-directed proactive work, enabling commanders to assess tactical results and make adjustments as necessary to improve performance. These data will also allow people to develop an objective, fact-driven basis for evaluating their Police Department.

The shift to more proactive police patrol work will be a gradual, ongoing process. SPD will put the new systems in place and be ready to start reporting in 2008. Where on-course corrections are called for, we will make them to achieve our objectives and improve service to Seattle's neighborhoods.



Next Steps & Milestones

The Neighborhood Policing project is a work in progress. The following is an outline of next steps and major milestones for the project.

Growing the Force Recruitment and Retention

Beginning with the 20 additional officers approved in the 2008 Endorsed Budget, SPD is committed to hire 20 to 25 recruits over and above retirements in each of the years, 2008 through 2012, for a total of 105 new officers. This recruitment range will allow for attrition of recruits and student officers in training and will still give us the 105 needed for the plan at the end of the period.

This plan will require SPD to significantly expand its recruitment efforts over the next year and sustain these efforts for the duration of the plan. Including the continuing need for approximately 50 to 55 new recruits annually to replace retiring officers, the SPD recruitment mission will require total new hires in the range of 75 to 85 annually over the five-year period. To support this effort, the SPD recruitment team is now working on a program to achieve the results we are seeking. A final work product is expected by summer 2007.

Adjusting Communications Protocols

Ongoing work at the SPD Communications Center that handles patrol calls for service is a very important part of the Neighborhood Policing Project. This work includes examining the system of priorities used to classify calls for service by the degree of threat posed to life or property, and a priority system that determines whether patrol units will be dispatched, and how quickly. It will also examine whether calls can safely be referred for telephone reporting or follow-up by other city agencies. The goal of this work is to reduce dispatch of police where this can be done without unacceptable risk to safety or property and customer satisfaction can reasonably be assured by alternative means. Years of police research have demonstrated the efficiency of dispatch alternatives and have shown that members of the public are very satisfied when told, by phone or in person, how and when the Department will respond to their incident.

The Department plans to reduce aggressive dispatch that takes patrol units out of their assigned beats when there is no emergency. This practice has resulted in a great deal of cross-beat dispatching that undermines the close connection between officers and the beats to which they are assigned – a core principle guiding the Neighborhood Policing Project. Results in this area are expected to enhance the results of the project.

In tandem with the ongoing Neighborhood Policing Project, and responsive to major changes pending in the Department's CAD and RMS systems, a comprehensive review of the organization and staffing of the Communications Center is under way, with recommendations expected, along with the call priorities work, in summer 2007.

Implementing The New Geography, Deployment Plan, and Accountability

The Department now plans to put the new patrol geography into operation in January 2008, using the existing CAD system. New procedures for developing and monitoring proactive projects will also go into place in 2008, working on the kinds of precinct-based issues listed above.

In all of this work, the Department will remain mindful of its core mission, as stated in the strategic plan: to prevent crime, enforce the law, and support quality public safety by delivering respectful, professional, and dependable police services to the people of Seattle.

Funding the Plan

The annual ongoing cost of 105 new officers in 2012 is \$12.2 million, with increments of \$2.0 million growing to \$2.5 million per year. These costs include salaries, benefits, one-time equipment costs to outfit new officers, one-time capital costs for vehicles at a rate of one new patrol car for every four new officers, and ongoing lease costs to replace and maintain the new patrol cars.

This initiative will be funded from a combination of sources:

1. Savings in general government spending other than police officers.
2. Revenue growth from a strong economy.
3. Restoration by the state legislature of the City's ability to raise \$20 million in Business and Occupation Tax (B&O) revenue.

The initiative's goal is to achieve its hiring targets in five years, but we recognize that budget realities may force a delay in the plan. If economic growth slows or there is either no fix or only a partial fix to the B&O problem, then the timeline for implementing the hiring targets will be extended. The extension would be for as short a period as affordable, but would not extend the initiative beyond ten years.

About the Department

Command Staff

R. Gil Kerlikowske, *Chief of Police*

Clark Kimerer, *Deputy Chief of Administration*

John Diaz, *Deputy Chief of Operations*

Linda Pierce, *Assistant Chief - Patrol Operations 1 Bureau*

Harry Bailey, *Assistant Chief - Patrol Operations 2 Bureau*

Nick Metz, *Assistant Chief - Criminal Investigations Bureau*

James Pugel, *Assistant Chief - Field Support Bureau*

James Pryor, *Assistant Chief - Emergency Preparedness Bureau*

General Information

Population of Seattle (2006): 578,700

Population of King County (2006): 1,835,300

Number of SPD Sworn Officers (2007): 1,277

Area of Seattle:

Total: 84 sq miles

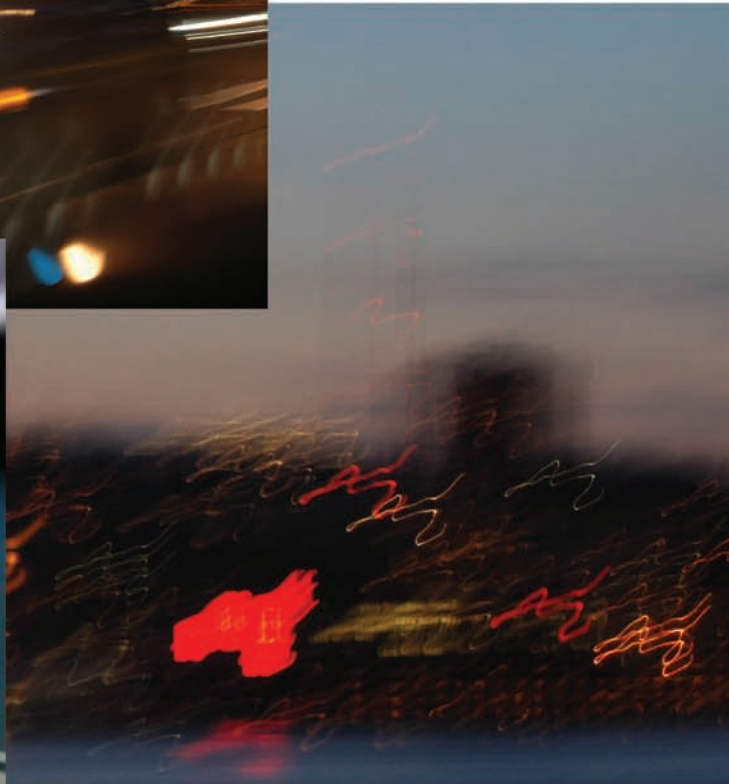
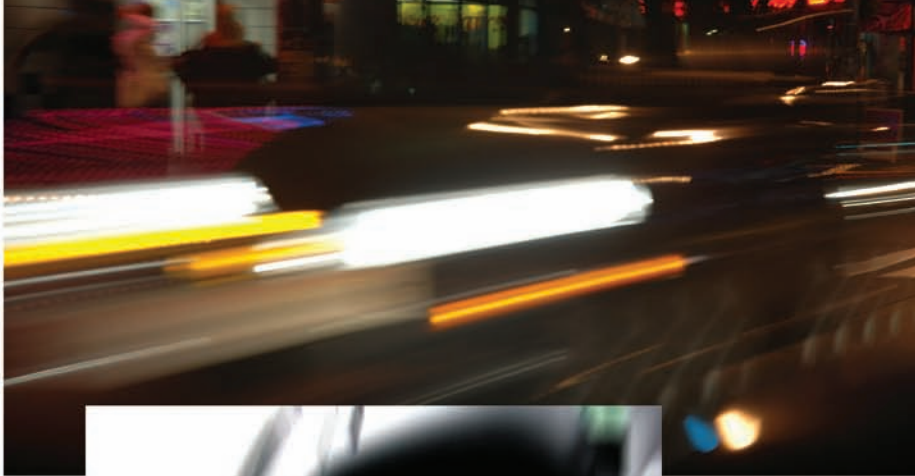
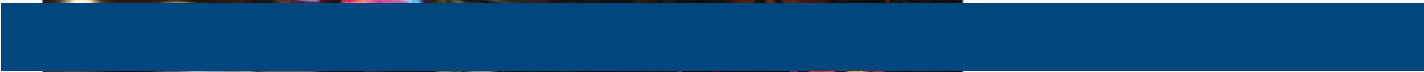
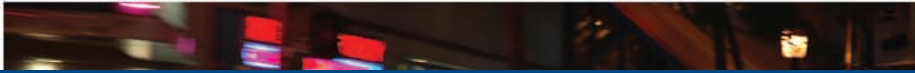
North Precinct: 32 sq miles

South Precinct: 12 sq miles

East Precinct: 8 sq miles

West Precinct: 12 sq miles

Southwest Precinct: 19 sq miles



City of Seattle

Seattle Police Department
610 Fifth Avenue
P.O. Box 34986
Seattle, WA 98124-4986
www.seattle.gov/police